

## Taking Stock

# EVALUATION OF DIRECTOR BY STAFF

## AN EXCHANGE EVALUATION INSTRUMENT

My director is . . .	Strongly Agree	Strongly Disagree
. . . <i>knowledgeable</i> . S/he knows what is going on in the program for staff, children, a specific child (when that information is critical), parents, board, and administrators.	/ ___ /	/ ___ /
. . . <i>in control</i> (has a handle on things). S/he is actively and effectively in charge of the center's program and operations.	/ ___ /	/ ___ /
. . . <i>dedicated</i> . S/he demonstrates an interest in learning more about him/her job from other programs, peers, professional groups, conferences, and reading material.	/ ___ /	/ ___ /
. . . <i>confident</i> . S/he has a sense of mission for the center. I look to him/her for a vision of where we are going.	/ ___ /	/ ___ /
. . . <i>enthusiastic</i> . S/he appears to have the energy to cope with the job. S/he accepts leadership wholeheartedly.	/ ___ /	/ ___ /
. . . <i>an effective communicator</i> . I understand what his/her expectations are for me in my role. S/he keeps me well-informed about policies, schedules—and notifies me well in advance of any changes.	/ ___ /	/ ___ /
. . . <i>responsive</i> . When a child needs his/her attention, s/he is immediately at eye level, focusing on that child.	/ ___ /	/ ___ /
. . . <i>available to parents</i> . S/he knows the families and encourages them to participate in the program. They seek him/her out and are comfortable sharing issues and concerns with him/her.	/ ___ /	/ ___ /
. . . <i>open</i> . S/he encourages employees to participate in management and welcomes suggestions. S/he shares the reasons for his/her decisions.	/ ___ /	/ ___ /
. . . <i>fair</i> . S/he investigates all sides of an issue and distributes criticism and praise with grace and equity.	/ ___ /	/ ___ /
. . . <i>predictable</i> . Expectations are clearly defined, and policies are routinely enforced/followed.	/ ___ /	/ ___ /
. . . <i>a trainer</i> . S/he encourages my professional growth; provides opportunities for on-going training and development; and challenges me and stretches my perspective.	/ ___ /	/ ___ /
. . . <i>a delegator</i> . S/he uses authority with fairness and in accordance with an individual's special talents and time.	/ ___ /	/ ___ /

# EXCHANGE

... *prepared*. S/he has a sense of priority about the center and, in a crisis, s/he knows what to do.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *respectful*. S/he understands people as individuals and shapes demands accordingly.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *understanding*. S/he realizes that each of us has different interests, abilities, attitudes, and personalities. S/he knows us as whole people with other roles and responsibilities. S/he is interested in me.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *available*. I am comfortable bringing my concerns, criticisms, problems, and successes to him/her. S/he offers support and help as needed.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *efficient*. S/he handles the day-to-day routine promptly and skillfully.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *supportive*. S/he explains to each staff member why his work is important. S/he looks for opportunities to give feedback and offer praise.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *a motivator*. S/he encourages each of us to give our best effort. Morale is high here. There is a spirit of cooperation and team effort.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *realistic*. S/he has a sense of humor and is able to keep things in perspective.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *an influence* in the community. S/he is an advocate for children and quality care.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *genuine*. S/he greets me warmly and demonstrates interest and concern. I know where I stand with him/her.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *flexible*. S/he encourages creative problem solving, facilitates personal growth, and keeps things interesting and exciting.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

... *resourceful*. S/he know where to go and what to do to get things done. S/he makes good use of center and community resources.

/ \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ / \_\_\_ /

**If I were the director . . .**

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*This form was developed by Exchange as a service to our readers. Please use it in your program. We have built on forms developed by several programs and wish to acknowledge: Wausau Child Care, Inc., Wausau, WI; First Presbyterian Child Care Center, San Antonio, TX; Makiki Christian Church Preschool, Honolulu, HI; First English Lutheran Child Development and Day Care Center, Citron, PA; and Building Blocks Child Care and Learning Center, Inc., Lock Haven, PA.*